county furnishing about $14,000 in contribution credits, or roughly 25 per cent. The cost per mile was $18,094. Eliminating the WPA costs and practically all the trimming up of the job, the cost can be cut to about $4,000 per mile.

For a road designed to carry all kinds of traffic and to reduce initial cost, soil-cement is a type worth consideration. There are cheaper types, but I feel that experience will show that the difference in initial cost may be offset by long-term cost.

THE VALUE TO A ROAD DEPARTMENT OF REGULAR MEETINGS, PICNICS, ETC.

Ernest H. Coffin,
Wayne County Highway Supervisor

I have attended the Road School for the past twelve years and have been on the Program Committee for the last six or seven years. And if my memory serves me right, this is the first time that a subject of this nature has been on the program.

Always I have held to the idea that if a County Highway Department was to attain any degree of success, it would be in a large measure because of the efficiency of the employees. If this be the case, I will consider the subject in a broad way and take it to mean anything that will help improve the efficiency of the organization.

I presume all of you at some time have been the head, or at least a part of, some sales organization or other organized group and have tried to apply some of the ideas accumulated there to your present task.

I spent four years with a large motor company; and while I do not approve of a lot of its "driving" ideas, yet I am sure I did receive some good education from these four years of experience. Such things as sales meetings every morning, a sales meeting once a week for the service department, an entire organization group-meeting once a month, and keeping of prospect sales cards, service cards, and detailed records beyond number, can be translated into similar beneficial activities in highway organizations.

For four years I was with a large security company, an entirely different kind of organization. It had nothing tangible to sell, and yet there was a meeting of all employees each Wednesday for their education and the exchange of ideas for the betterment of the office and the employees.

Visit any going business concern and you will find it holding regular periodic meetings of all the employees for the one purpose of raising the efficiency of the group.

In a certain county seat in Indiana there is an outstanding restaurant. It uses no menus. You stop at this restaurant with the idea of buying a sandwich, but before you leave you very likely will have bought a full meal, because of the
salesmanship of the waiters. The service is so outstanding that I once spoke to the manager about it, and he told me that new waiters had to have at least two weeks' training before being permitted to wait on customers.

I suppose many of you are saying to yourself, "Just what has all of this got to do with the county highway department?" You are also saying, "We have nothing to sell." This is just the view I hope to correct.

When you receive a letter at your office from a stranger, or from a company with which you are not familiar, do you ever notice yourself scanning that letter, taking note of the quality of the paper, the form of the letter, the wording, the spelling, etc? Unconsciously you are forming an opinion of that person or of that company.

When a strange salesman drops into your office, representing a company which you never heard of, don't you form an opinion of that company by the approach of that salesman, his dress, his conduct, and his general attitude? To you, that letter or that salesman is the company represented; and the opinion you form, be it good or bad, is either a help or hindrance to that company in obtaining any recognition from you.

Gentlemen, this very same scene is being enacted on your roads many times each day. That employee of yours and the equipment that he operates sell your county highway department. The courtesies he shows or fails to show make a lasting impression on the many people in your county who do not know you or your department. If he stops at a narrow bridge or culvert to let that stranger pass, if he stops his road maintainer and lends assistance to a passing motorist, if he motions a trailing car around on a hill when the driver cannot see ahead, when he answers courteously and intelligently any question concerning the county highway department, he has certainly made a favorable impression and sold your county highway department to the stranger.

In the average county are about 40,000 people, and I seriously doubt if 20 per cent of them are acquainted with you or your department. All that the other 80 per cent know about the county highway department is through the contact they have with your employees and the sight of your equipment. And remember, what one sees is 22 times more impressive than what one hears.

Now, whether you wish to admit it or not, or whether you have ever given it a thought, those employees of yours and the equipment they are using are either creating a favorable or an unfavorable opinion in the minds of 80 per cent of the local people who are acquainted with neither you nor your board of county commissioners.

With these facts in mind, it is evident that anything that can be done to improve the morale of that employee, to make him more satisfied, more interested in his work, better informed
about the working of the County Highway Department, and to supply him with better equipment, will make him a better employee or salesman.

PRACTICAL SUGGESTIONS

Now let us consider a few of the things that can be done to accomplish this and to increase employee interest.

Give your men working hours and a wage that compare favorably with other lines of similar work. Treat your men with the utmost courtesy, just as you would expect them to treat others. Take a personal interest in your men, study them, and put them on work for which they are best fitted. Know their strong points and weaknesses, know their temperaments so that you can correct them without breaking their morale.

Do you ever try sending each of your employees a card or a token of remembrance on his birthday? A very small thing, yes, but you will be surprised at the number that will thank you and tell you it was the only remembrance they had. This is a very simple task to any of you who have handled prospect cards by the use of a small file case and a few colored flags. It is easy to arrange the file so that it is only a moment’s job to pull the card of any employee whose birthday falls on any day of a given week.

Few of your county highway employees receive enough compensation to enable them to put away much for a rainy day. Only a few of them are able to carry sickness and accident insurance. An organization of your own group setting aside 25 to 50 cents each from each pay check, and collected by a secretary chosen from that group, will supply a fund from which they can collect $10.00 a week for sickness or accident until compensation insurance can take effect.

At least once a year give these men a day off with pay and help them arrange a picnic. See that all arrangements are made for plenty of refreshments and that a definite program is arranged. See to it that they have refrigeration and sanitary conditions so that there is no danger of tainted food. Have a program arranged for the full day, setting aside a certain time for horseshoes, baseball, trap shooting, rifle shooting, cards, etc. See that everyone has a good time.

I know of nothing that is more effective for rubbing off those rough points of friction that arise among a group of employees from jealousies and other things too numerous to mention, than having a picnic and having them play together.

 Arrange for a meeting of all county highway employees once a month. Pay-day or the first Monday of the month are very good days for this. Pay-checks make an excellent drawing card. Give the men a chance to talk in these meetings. Let them suggest ideas to help the department. These meetings
give you an opportunity to talk on various subjects. Give them a talk on courtesies on the road; show them what it means and how little it costs. Give them a talk on the preserving of tires and the saving of machinery in this emergency.

Surely your meeting in February could be well spent in reviewing the Road School and giving a full report to your employees. This will not only help them, but will do you a lot of good.

At budget-making time, take them into your confidence and explain in detail the items of your budget and how you arrive at the amount in different items. Explain why certain daily reports are needed. You could devote one whole meeting to the “why” of your records and your office organization.

Give them a talk on safety, explaining certain rules and regulations that promote highway safety and personnel safety in various highway improvement operations.

Many of the county highway groups each year operate highway equipment a combined distance of from 10 to 15 times around the globe without accident. If it is true in your department, see that these men are complimented, because things like this don’t just happen. They are the results of some good rules and some courteous, careful driving.

There isn’t anything pertaining to the county highway department that can’t be discussed to the betterment of your men. The better you keep them informed, the more interest and co-operation you can expect.

Keep your men well organized. See to it that there is a head to each department.

Set a date for the annual public inspection of county highway garage, shop, and equipment. Around Christmas is an ideal time for this meeting. Have every piece of your equipment cleaned, repaired, and painted. Have your garage clean and painted and your shop in shape for this inspection.

Surely county highway departments need to set a time for an annual clean-up and inventory of their equipment. This provides you with the best chance of the year to give your department some real publicity. Arrange for a good speaker; see to it that you have a good program. Music can be provided if you wish. Light refreshments and treats are in order. Send written invitations to the members of the county council, and see that all are present. Invite all your county officials, all your city officials, and your township trustees. See that your farmers’ organization is well represented. See that your senator and representative are present and of course your board of commissioners, your employees and their families; and above all remember the press.

Appoint a goodly number of your boys to serve on the reception committee to receive all visitors and show them over your garage, sign department, equipment and shop, and see that they are able to answer intelligently any reasonable
question concerning the county highway department.

As a part of your program this is an excellent time to give your annual report. Your local newspaper as well as publishers of certain highway magazines will be very glad to co-operate with you in giving your meeting publicity. I know of no better way to sell your county highway department than this.

From an address recently given by our State Highway Chairman, S. C. Hadden, I quote, "If meetings like this were held in more counties, the future of the county highways need never be in doubt."

I will not say that in all cases a meeting of this kind would cure petty differences and the lack of co-operation of the county council in many counties. But I will say that a meeting of this nature with some additional personal selling on your part will go a long way in ironing out these differences of opinion.

RECENT ROAD DEVELOPMENTS

About twenty-eight years ago a law was passed creating county road superintendents in Indiana. At that time there were two systems of roads, county and township. The county highway departments were a strong and important unit in the counties. The superintendents were well organized and very influential. Around this group the Purdue Road School was started. Sickness was the only thing that would keep a county road superintendent from attending the Road School.

About six years later the State Highway Commission was created and the state highway system of roads came into existence. The State Highway Department took over the main roads for maintenance and construction. They have done their job well.

About ten years ago a law was passed turning all the township roads over to the county highway departments, and again we have two systems of roads, state and county.

Shortly after the creation of the State Highway Department its personnel became a vital part of the Purdue Road School. From time to time other groups have been added, this year the city engineers being included.

Somewhere along the line the county highway departments have slipped badly from the position they held some twenty years ago. Today from about 70 counties with appointed road supervisors, we do well to have 40 road supervisors in attendance at the Road School. I would not say that the county road supervisors are wholly at fault. I would rather suggest that collectively those who have been in charge of county highway departments have slipped. We have let down on our sales work and our publicity.

And yet, during these years, the size and importance of our job have not diminished. In numbers, I presume we are the smallest group represented at the Purdue Road School. Yet I
can unhesitatingly say that we still have the biggest job to do in maintaining more than 66,000 miles of roads that carry 85 per cent of the rural free delivery and more than 80 per cent of the school busses and milk trucks in Indiana. Formerly no complaint was registered if these roads were closed one or two months each year, but now we are expected to keep them open 12 months of the year to carry traffic that has doubled several times. Surely no one can question the size of this job.

The State Highway Department has been more progressive. To be frank, they have been better salesmen. They stress their publicity department, and the results are reflected in the respective attitude of the general public toward state versus county roads. Our secondary position is largely due to a lot of these things that do not cost much money. We need more selling, through the press, through our equipment, and through our men, to the public and to the legislature.

Please do not say it can't be done. Remember that old slogan that Billy Sunday used so often, "A dead fish can float down stream, but it takes a real live one to go up stream!"

MAKING A COUNTY LANDOWNER'S MAP

A. F. Buerkle,
Tippecanoe County Surveyor

In December, 1940, I was approached by several real-estate men in regard to making a new Tippecanoe County Map. Knowing of the dissatisfaction with, and criticism of, the last two maps that were made rather haphazardly by a local abstracter in conjunction with an out-of-state map company, I hesitated to undertake the job. Several days were spent in studying the sources of information available, their reliability, and the amount of work required to make a fairly accurate map of the county. Such a map should show locations of all streams, railroads, towns, township lines, county and state roads, farm property lines, and present landowners' names and amount of acreage. Several map-making firms were written, and information was secured on manufacturing costs.

I was convinced that the project would not be worthwhile unless I could be assured of the sale of at least 24 maps to local business concerns in addition to six I was positive of selling to various county offices. To reap a fair return for my work, plus the draftsman's salary and the cost of production, a map, mounted on muslin and equipped with a roller with bottom moulding and brackets to hang it, would have to sell at $20 to $25. It seemed desirable to require a down payment of $12 with the order from all business concerns to cover carrying charges.